

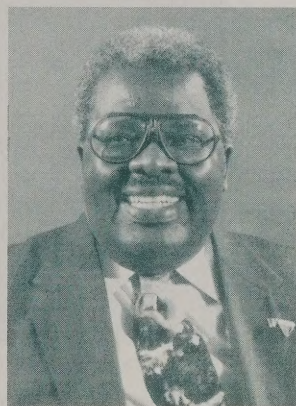


CENTER SCENE

Message From the Service Center Director

This issue of Center Scene has been expanded so that we can update you and provide you with new information on the changes that are occurring within the Service Center. I want to stress that while we go through these changes, which will be fast and furious for the next several months, I feel it is important to cover as much ground as possible by using this medium (Center Scene) as one of the tools to get our workforce through this reengineering process and beyond. Your suggestions, resulting in the December 1 report to management by the Internal Communications Team, have fostered this communication strategy.

This Center Scene reports on the progress being made on different fronts for each of the three Centers. Although many of the initiatives are still in the process of being explored and developed, I want everyone to be aware of them and what's occurring at the SC. This issue also includes the budget status update that I promised at the last all-employee meeting. More meetings will be held in the future to ad-



dress the budget situation for FY 95 and other topics requested by employees.

As we transition to the Centers, we all will undergo some change—my office is no exception. As a part of the streamlining process at the SC, I have made reductions in my staff. Elizabeth Weyler has been reassigned as Staff Assistant to Monte Jordan in the Office of IRM/Modernization,

Rheda Dodd is now my Staff Assistant, and Louise Ecoff has been reassigned to the Division of Finance.

In addition, I have been involved in many other activities:

- I did a presentation for the Corporate Team in Washington, DC, that focused on how the SC is meeting its streamlining requirements, where the SC is in the process of transitioning into three Centers, and what work remains to be done with the Centers.
- I've been asked to appear on a cable interview show, along with Deputy Director Denise Meredith, in February. The main thrust of the interview will be to

explain what the BLM is all about to an audience who knows next to nothing about our agency. Part of the discussion will be to explain the important role of the emerging Centers in helping BLM to accomplish its mission.

- I've been asked to serve on the panel to select the next Director for the National Training Center. Extensive outreach should produce over 100-plus candidates from the Federal and private sectors.

As you can see, our plate is full and will remain so for this entire transitioning process. I can only reiterate what I've stated to you before, that adaptivity and flexibility will be the key to success in the future.

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The Language of Change

With all the changes, you may be hearing some new or unfamiliar terms. Some of these are defined below.

Corporate Team (formerly referred to as Corporate Board)—BLM's decision-making body that consists of the Director, the Deputy Directors, the Assistant Directors, and the Eastern States Director, who represents the Executive Leadership Team (ELT). Any State or Center Directors who are present when the Board meets can also participate and vote on any items being discussed at that particular meeting.

Executive Leadership Team—All the members of the Corporate Board plus the State and Center Directors.

Field Committee—The Associate Directors of the State Offices and the Centers.

Corporate Agenda—Also referred to as *Blueprint for the Future*, this document is driving all the change throughout the Bureau. The Agenda lists five goals for BLM: maintaining healthy ecosystems, serving our current and future publics, improving the way we do business, developing collaborative leadership, and diversifying our workforce. Copies of the Agenda were previously distributed at an all-employee meeting. Additional copies are available in the reception area of the Service Center Director's office.



National Human Resources Management Center

NHRMC Moves Forward

N The transition to the National Human Resources Management Center (NHRMC) is underway, and even a bit ahead of schedule, according to Linda Sedbrook, Chief of the Division of Personnel. The NHRMC is one of three centers that will take the place of the present Service Center organization, and it will likely be the first to receive "official" center status. Sedbrook will lead the transition effort and the technical end of the Human Resources Management (HRM) program.

H The NHRMC will have two components. The first will be an operational personnel office component, which will provide traditional personnel services for the three centers. The second will be a national component, which will take on some of the duties previously handled by Headquarters. The national component will respond to the field in the areas of ethics, classification, and recruitment, and will address those questions that aren't routine in nature.

R This component will also address issues, such as consistency and communication, which have been identified by the field as weaknesses.

M Equal Employment Opportunity (EEO) functions will be included in each of the NHRMC's components. Sedbrook said, "The new Center will be taking a holistic approach to human resources management. Affirmative Action and other EEO programs play an important role in other HRM functions, such as classification and staffing. They cannot operate in isolation."

C Functional statements and organizational proposals are currently being prepared for the Center. The effort, which is being led by Debbie Kolen, a Position Classification Specialist at the Service Center, should



Linda Sedbrook

be complete within about 30 days. Sedbrook said, "We are working on how to organize the Center without creating conflicts between the operational and national components. Some things will need to be done in team fashion. We also want to ensure that employees still receive the level of service they are used to."

Sedbrook anticipates that the review of the proposals and the final approval process will take another 60 to 90 days.

The new NHRMC will serve employees and managers better and enable the Bureau to look at HRM issues in a more logical fashion. Sedbrook said, "We have an opportunity to experiment with better and newer ways to do things which will hopefully benefit everybody."

Bureau Studies Special Initiative Funding

C BLM is conducting an evaluation of HRM special initiatives, including Historically Black Colleges and Universities (HBCUs), Hispanic Association of Colleges and Universities (HACUs), Native American Colleges and Universities (NACUs), Resource Apprenticeship Program for Students (RAPS), and Commencement 2000. The purpose of the evaluation is to determine if the Bureau is receiving a reasonable return on its investment in these programs or if there are more effective ways to structure the programs.

The evaluation will provide information from which sound business decisions can be made about each program, such as whether to continue or discontinue funding, to increase or reduce funding levels, or

to change the way the program is managed in order to increase the benefits to the Bureau. The ultimate goal is to ensure that the programs are supporting mission-related work, and that the minimum of funds are used for administration and the maximum is distributed to the field.

Service Center employees Melissa Dukes, Greg Graff, and Steve Shafran are currently in the process of gathering data for the evaluation. States and Centers are reporting how much they spent, on what, and what they received in return for each program. This data will be used to compare actual costs to actual achievements for FY 94.

"What we are doing is really a cost-effectiveness analysis," said Dukes. "This means that we must

also look at the long-term and compare projected achievements to long-term costs." In addition, these programs often have both tangible and intangible benefits. Though it is sometimes difficult to measure the intangible benefits, they must be identified and considered in the analysis.

Dukes said she hopes to have the preliminary information, as well as some recommendations, ready to send to Headquarters in the next few weeks. The Executive Initiatives Staff in Washington will then develop a plan for each program which states the goals and objectives, identifies opportunities to support mission-related work, and makes recommendations pertaining to funding levels. Final funding decisions will be made by the Executive Leadership Team.

National Human Resources Management Center

— HRM Professionals Tackle Rules and Regs —

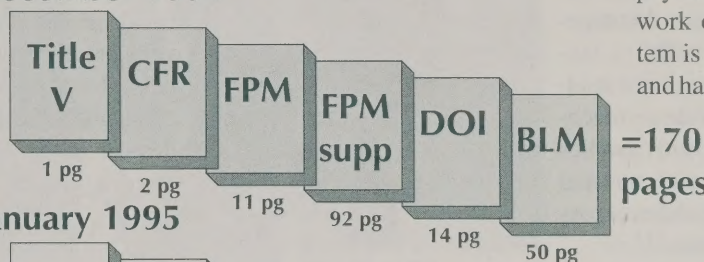
N Equal Employment Opportunity Officers and Personnel Officers from throughout the Bureau have teamed up to look at phasing out the Federal Personnel Manual (FPM) and the impact that deregulation will have on the Bureau. Linda Sedbrook, Chief of the Service Center Division of Personnel, is currently leading the effort.

H The group met in Phoenix in December to address their first major issue, merit promotion. They discovered that there were 170 pages of regulations pertaining to merit promotion. According to Sedbrook, most of these regulations, which were perceived as annoying and creating barriers to the process, were basically self-imposed. Only 3 of the pages were actually law—1 page from Title V and 2 pages from the Code of Federal Regulations.

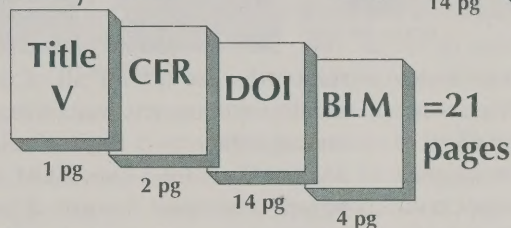
R By going back to the law, the group drafted a simplified, 21-page merit promotion plan. The draft plan places accountability for recruitment and selection on managers, and makes

Merit Promotion Regulations

December 1994



January 1995



them responsible for making sound business decisions. The plan was presented to the Corporate Team by Sedbrook in January. Copies were also sent to State Directors so that the plan could be discussed at the January meeting of the Executive Leadership Team and a decision made on how to proceed. Any proposed changes to the plan will be presented to the Union.

The next major issue to be addressed by the HRM group is classification. The current classification system is required by law and can only be changed by an act of Con-

gress. Sedbrook said, "The current system is based on equal pay for equal work—it looks at work only. However, the system is perceived as being unfair and hasn't been accepted." Con-

sequently, Sedbrook feels that some legislative change will occur. This summer, the HRM group will be studying the impact of the auto-

mated classification tool currently being developed by the Department of the Interior, which may result in delegation of classification authority to managers and supervisors.

The HRM group hopes to break down the barriers to good business practices that BLM has encountered in the past. "For many years Personnelists acted as watchdogs—trying to protect everybody. But with deregulation, we have a new contract with employees—and that is that we all have responsibility and accountability," Sedbrook said. "Deregulation makes most people uncomfortable, but it is here, and we have to rise to it. Personally, I am excited about it because of the opportunities it provides."

Personnel News

New Employees:

Rosalyn Bernstein, SC-616, Vchr Exam
 Marciano Briones, SC-657, Mgmt Analyst
 Marcia East, SC-616, Vchr Exam
 George Hutchison, SC-616, Vchr Exam
 Michelle Klossowsky, SC-616, Vchr Exam
 Allen Pope, SC-615, Accountant
 Steve Shafran, SC-630, Personnel Mgmt Spec
 Teresa Vigil, SC-616, Vchr Exam
 Jeffrey Zabler, SC-100, Economist

Separations:

Marilyn Cameron, SC-650, Secretary
 Diana Demarse, SC-616, Vchr Exam
 Delbert Garduno, SC-216, Mechanical Engr
 Bernice Geddis, SC-213, Computer Asst
 Patricia Grassy, SC-615, Accountant
 Dolores Johnson, SC-210, Editorial Asst
 Barbara McArdle, SC-616, Secretary
 Donald McArdle, SC-657, Materials Handler
 John Parker, SC-652, Contract Spec
 Carol See, SC-657, Prop Disp Clerk
 Shannon Shaffer, SC-616, Vchr Exam

Pauline Tadolini, SC-657, Supply Tech
 Carolyn Tarpley, SC-210, Writer Editor
 Cara Wagner, SC-616, Vchr Exam
 Robert Wagner, SC-213, Rangeland Scientist
 Dennis Anderson, DW-130, Supv Comp Spec
 Leo Atencio, DW-121, Computer Spec
 Lester Hines, DW-102, Mgmt Analyst
 Cleone McDonald, DW-121, Computer Spec
 Ellis Monash, DW-124, Supv Comp Spec
 Doris Stuart, DW-133, Computer Asst

National Human Resources Management Center

— SC Reaches Out to Hispanics and Others —

N The SC, and its soon-to-be offshoot, the National Human Resources Management Center, is taking on a major leadership role in reaching out to Hispanics and other current and future publics across the nation.

H As with most efforts, this one started out as words shared between people and then words written on paper. A Memorandum of Understanding, or MOU, was signed last summer with the Hispanic Coalition. The Coalition includes National Image, Inc.; the League of United Latin American Citizens (LULAC); SER Jobs for Progress, National Inc.; the U.S. Hispanic Chamber of Commerce; MANA (a national Latina organization); the Cuban American National Council; the National Council of La Raza; the American GI Forum; and the National Association of Hispanic Publishers. The MOU is designed to foster cooperation and collaborative action on Hispanic recruitment, employment, career enhancement, retention, and procurement issues.

R A subsequent Implementation Plan was jointly developed and got the nod of approval from BLM's Corporate Team in early December.

M It should be noted that both field office managers and regular BLM



Roger Molinar

employees were instrumental in preparing the Implementation Plan. It is thus very practical in its outlook and grounded in the reality of day-to-day BLM operations in the field.

One of the key people who will be responsible for turning all of these words into concrete activities and accomplishments is Roger Molinar. Molinar is a long-time BLM employee who spent the past 2 years working in an Intergovernmental Personnel Act (IPA) position as a special assistant with National Image, Inc.

Image is a nationwide advocacy group with some 80 chapters in 35 states that is headquartered in Denver. Image focuses on employment, educational, and civil rights issues and was heavily involved in the search for qualified Hispanics to fill thousands of jobs at the start of the Clinton administration.

Molinar found himself in a whole new world when he began his 2-year tour with Image. The nonprofit organization presented an environment where dollars had to be stretched as far as possible and decisions were made and implemented quickly. Creative and innovative thinking and solutions were the order of the day.

"It was a great assignment," says Molinar. "Working with human resource issues on a nationwide basis was exciting and rewarding."

Looking toward his new leadership role for community relations efforts with Hispanics and other client communities, Molinar is enthusiastic about the MOU's proactive approach to things. Instead of sitting back and waiting until BLM receives negative press, the Bureau and the Coalition will be working as partners to develop recruitment/retention strategies, improve the distribution of vacancy announcements, address the "glass ceiling" issue, and enhance opportunities for purchasing and contracting with Hispanic entrepreneurs, among other things.

The spirit, and hopefully accomplishments, of the Hispanic Coalition MOU will address four of the five BLM Corporate Agenda items: developing collaborative leadership, diversifying our workforce, improving the way we do business, and serving our current and future publics.

Moving towards each of these goals will enhance the Bureau's ability to effectively manage its land and people resources into the next century. And our success in this endeavor will serve as a prototype for other related Human Resource initiatives, helping all of us in the long run.

WO-Denver Diversity Staff Disbands

As part of the reorganization of the Headquarters Personnel Office, the Workforce Diversity and Planning Staff, formerly located at 390 Union in Denver, has been disbanded. Following is an update on the members of that staff:

• **Steve Shafran** is joining the NHRMC as the Bureau recruiter.

• **Joe Hayashi** is joining the Personnel Office in Oregon.

• **Allen Pope** is returning to the Service Center Division of Finance in accounting.

• **Marciano Briones** is joining the Service Center Division of Admin-

istrative Services as the Records Administrator.

• **Kathy Tober** took a buyout and will be going back to school.

• **Rhonda Anderson** resigned and will move to Tennessee, where her husband has been transferred.

National Applied Resource Sciences Center

BLM Incorporates Economics Into Ecosystem Management

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During the last all-employee meeting, Service Center Director Larry Bembry announced that the economics function would be coming to one of the new Centers. In recent years, economics and other social sciences have not received much emphasis in natural resource management in

BLM, but their importance is once again emerging as the Bureau moves to ecosystem management. According to Lee Barkow, Chief of the Division of Applied Resource Sciences, "Economics should be a key integral part of resource decisions, especially in ecosystem management."

BLM began to study its economic capabilities in FY 94. The results of the study were released in the January 1994 draft report, *Reinventing Government: Applying Economics to Natural Resource Management*. Based on the study, a strategy was developed for integrating economics into the Bureau's decision-making process. "Within the last year, the Director has approved this strategy and we are now turning it into a reality," said Barkow.

To appreciate the importance of economics in resource decisions, it is



Lee Barkow

helpful to understand the concept of ecosystem management. "Ecosystem management looks at the human dimension as part of the overall environment," said Barkow. It involves understanding not only the biological and physical aspects of the land, but also the social aspects and the role human demands play in an ecosystem.

What this means to BLM is that the lands must be managed for sustainability, productivity, and diversity, while at the same time, they must provide for human values, products, and services. Though this may seem like an impossible task, it can be accomplished by assigning values to the resources, weighing those values, analyzing the tradeoffs, and making decisions based on the analysis. However, it is often difficult to determine the value of a resource. This is where an economist comes in.

One of the roles of an economist is to develop standardized techniques for placing values on both market and nonmarket-oriented resources. These values may be monetary and/or qualitative. Economists determine who receives the benefits from a management action and who pays the

costs. They also look at costs incurred by opportunities foregone when resources are used or expended in one way rather than in another.

"The key to incorporating the economics function into the Bureau is to understand and appreciate how and when to best utilize economics expertise, and then go to where the expertise is available to acquire it," said Barkow. A principal part of the Bureau's strategy is to develop the capability to train managers and specialists on when to use economics and analysis. The Bureau is also establishing a protocol for using available expertise from universities, other Federal agencies, and State and local governments.

Because BLM's land management decisions require weighing ecosystem health versus the public's welfare, they are often controversial. Consequently, it is critical that all decisions be based on valid, scientifically developed information and rationale, including sound economic analysis. Such analysis will provide credibility for BLM's decisions. Barkow said, "Incorporating economics will benefit the Bureau by producing or helping to produce resource decisions that have good economic rationale to support them, and that will be embraced by the public because they are well supported."

BLM Assesses Social Science Capabilities

A team is currently being formed to study BLM's social science capabilities. The team, which will be led by Joan Trent of Montana, will hold its first meeting in Denver on February 6-7, 1995. Lee Barkow, Chief of the Division of Applied Resource Sciences, will be the senior advisor to the team, and Jeff Zabler will be the Service Center's principal representative.

The study of BLM's social science capabilities will parallel its economics study. Social sciences and economics go hand in hand in addressing the human dimension of ecosystem management. For example, social scientists assess the impacts of a resource decision on the quality of life in a community, predict a community's ability to adapt to change, and determine residents' attitudes toward change. Like eco-

nomic information, social information is an important component in resource decisions.

Concurrently with its assessment, BLM has invited several sister agencies to assess their own capabilities. Once the assessments are complete, representatives from each agency will work together to develop an interagency strategy for integrating the social sciences into land management decisions.

National Business Systems Center

Becoming a World-Class Business Center

N "These are the best of times and the worst of times." These words from Nina Hatfield, BLM's Assistant Director for Business and Fiscal Services, set the tone for her recent visit to the SC.

B Hatfield traveled to Denver to begin the process of setting up the new National Business Systems Center, one of the three new centers to be established in place of the SC. The National Business Systems Center will encompass the SC's Division of Finance and Division of Administrative Services.

S The new Center will consist of employee teams structured around work processes. These teams will work closely with corresponding Headquarters teams assigned to the same work processes. The Headquarters teams will handle external interactions with the Department and Congress, while the Denver-based teams will focus on field offices and other customers.

C There will not be a Center director on site in Denver. Instead, work teams will report directly to the Assistant Director in Washington. This means that Hatfield will be spending some of her time in Denver, providing leadership and keeping her finger on the pulse of day-to-day operations as needed.

As she spoke with SC employees during an all-employee meeting, Hatfield observed that the pace of change is going to be rapid. "We may see more change in



Nina Hatfield

a single month or year than our parents did over their entire lifetimes," observed Hatfield, noting that the current revolution in the workplace is the most significant since the Industrial Revolution.

In essence, everyone has to start over again. We all need to be open to radically new ap-

proaches to the way we do business. It's sink or swim time, and Hatfield wants to do everything in her power to assure that we swim.

The first step is to define the Business Center's customers and to accurately determine their needs. Then employees need to find ways to meet those needs, ways to deliver products and services effectively. Hatfield said, "You'd better have a customer, and that customer had better love you, or you don't have a job!"

Most customers for the new Center will be BLM field office employees. However, Hatfield also wants to explore possibilities for marketing services to other agencies that could use help with space leasing, IRM procurement, etc.

Getting back to the "best of times, worst of times" theme, Hatfield observed that the current environment provides a unique opportunity to make changes we've always known were needed. And this is a good thing; being able to start over again with a blank page has a lot of advantages—assuming we really seize hold of the opportunity.

However, the "worst of times"

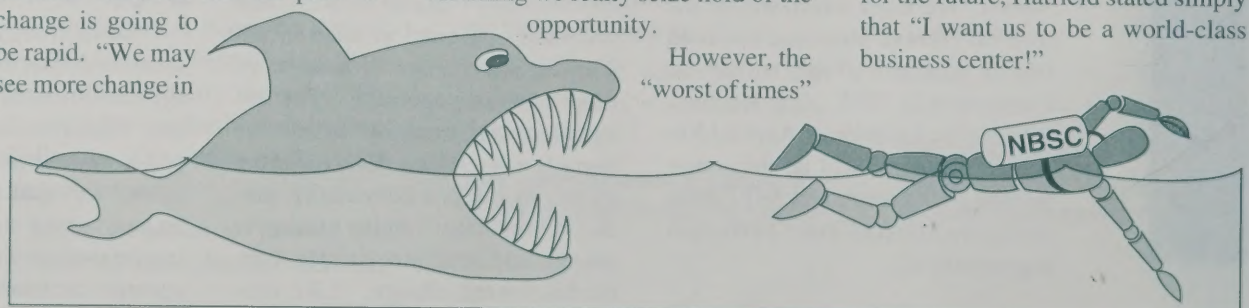
scenario could materialize if we fail in our efforts to change with the times and get left behind. We could then end up sinking instead of swimming.

Hatfield returned to the theme of starting with a blank page several times. "I don't have any preconceived notions of what the new Business Center will look like in the end," observed Hatfield, who plans to set up all-employee workshops and bring in BLM field office customers as well as Headquarters team members to help shape the new Center.

There are two underlying beliefs guiding Hatfield's vision of what is possible. First, if we turn our attention to working more efficiently and involve everyone in the effort, the result is a more effective organization. People are more comfortable in their jobs because they can see the goal more clearly and because wasted motions have been eliminated.

Second, having a really good team working on a process is much more effective than having individuals working separately. Teams produce better results and are more flexible in meeting customers' needs, which frequently change over time. Teams also provide the richest opportunity for individual self-development. The work team approach is the best for assuring that we can meet our own and our customers' needs, whether we remain in BLM, are transferred to another agency, or end up being privatized.

The plan now is to have the new Center up and running and work teams trained and in place by the beginning of FY 96. Summing up her vision for the future, Hatfield stated simply that "I want us to be a world-class business center!"



Budget Status Update

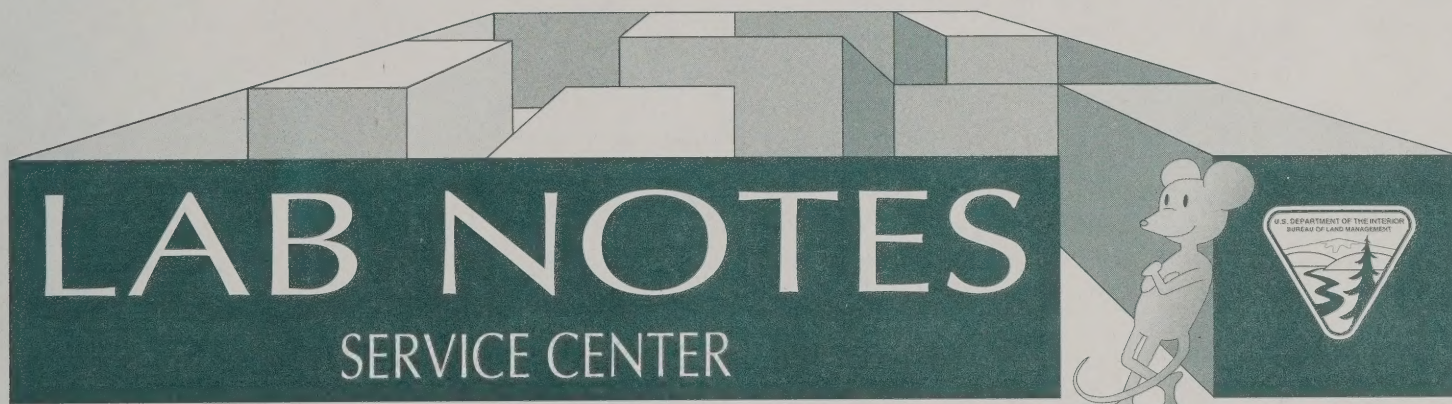
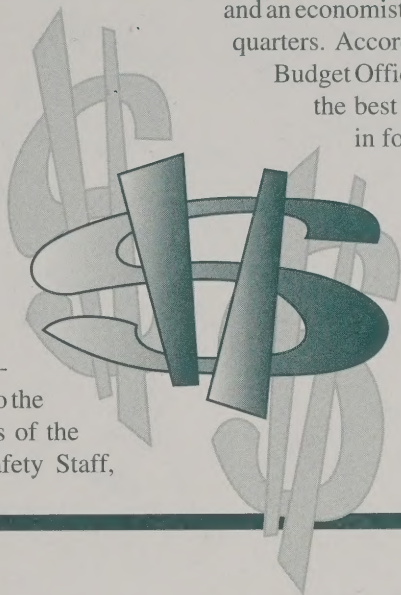
As of mid-January, the SC had received adequate funding to meet its mission requirements, to fund all on-board positions, and to meet minimum procurement/travel requirements for FY 95. Funding and FTE for additional positions being transferred to the SC, including members of the Diversity Staff, the Safety Staff,

and an economist, will be covered by Headquarters. According to Greg Graff, the SC Budget Officer, "This will probably be the best budget situation we'll be in for the next 2-3 years."

The SC has also received one-time funding for the Mapping Program with the stipulation that this function be analyzed to determine if it is meeting customer needs and delivering products to customers in the most

efficient manner. An independent study of Mapping will be completed in the next few months.

Analysis of programs like Mapping is going to become more commonplace in the future as BLM competes with other bureaus and agencies for ever-decreasing funding. As Nina Hatfield, BLM's Assistant Director for Business and Fiscal Services, observed in her recent visit, we are all going to have to look at if our products and services are necessary, and, if so, how we can reengineer the way these products and services are delivered.



A National Performance Review Laboratory

SC Implements Workflow/Process Suggestions

The Workflow/Process Improvement Committee has received a number of suggestions from employees since its kickoff in November. Several suggestions have already been analyzed and approved, and are currently being implemented at the SC. Others have been forwarded to various Divisions for analysis. Some of the improvements you suggested and their status are:

- Transmit internal correspondence electronically within the Service Center, to the Office of IRM/Modernization, and to the field. This has been implemented and we have already received "thanks" from some of the States because the electronic format makes it easier for them to forward the information to the intended recipients.
- Examine correspondence preparation to improve efficiency and reduce costs. This is currently in process. For example, we are now preparing only an original and file copy for signature. Additional required copies are produced after signature, thereby reducing the number of copies wasted because corrections are needed.
- Change redelegation of signing/approval authority. This has occurred in various areas and will occur more in the future. For example, signing authority on Information Bulletins has been delegated to Division and Staff Chiefs.
- Eliminate distribution of copies of Instruction Memorandums and Informa-

tion Bulletins to hierarchal program offices. This has been implemented and copies are no longer required.

A number of changes to the way we currently do business are being studied on a Bureau- and Departmentwide basis. Because of their larger scope, these changes will take longer to implement.

There are many processes that you use every day in the course of your work that could be improved, eliminated, or changed. Remember to ask yourself: "Why am I doing this? Is there a better or more efficient way I could be doing this?" If you have a suggestion, submit it to the committee and become part of the solution!

Space Planning Committee Develops Proposals

As the Service Center moves toward the creation of three National Centers, it has an opportunity to create independent identities for each Center by allocating space in Building 50 in a manner that places all, or most, of the employees from each Center together. With this in mind, an employee was requested from each Center to participate on a Space Planning Committee. Siobhan Berry, Donna Emmons, and Carl Zulick were selected to develop some general proposals to meet the Committee's objectives. The objectives were to fully utilize the existing space in Building 50, to place personnel from each of the three Centers in close proximity to each other, and to be able to do without the expense of leased space at 390 Union.

A number of benefits are expected to result from the implementation of one or a combination of the proposals that were developed by the Committee. By maximizing the use of existing space in Building 50, BLM will experience long-term savings as the SC reduces the amount of leased space at 390 Union. In addition, by placing personnel from each Center in close proximity to one another, each Center can establish its own independent identity and develop efficient working arrangements.

The proposals and estimated costs have been presented to the Service Center Director and to representatives of each Center for their consideration and approval. Once a proposal has been selected and approved, Space Planners will be tasked with developing a more detailed space plan.

Currently, no timeframes have been established to implement any of the proposals. However, once the Union has been notified, and as planning progresses, more information will be made available.

Santa Project Delivers Christmas Joy

By Rudolph (aka Barb Guest)

Project Santa went on the road once again this Christmas season. Mrs. Santa (Lee Krebs) obtained the names of three families and seven senior citizens in the area who were in need. Paper trees, decorated with ornaments listing the different recipients and one of their wishes, were set up in the lobbies and entrances of the buildings. Employees who chose the ornaments were then responsible for getting the listed item. Before long, we were receiving gifts and much needed nonperishable food.

The elves busily wrapped gifts and sorted the food and on December 22, Santa (John Brewer, retired BLM employee), Mrs. Santa, our driver (Kathy Montgomery), Rudolph, and the elves were on their way with the deliveries.

The recipients were very appreciative of our visit and their good-ies. We received many thank you notes, but one in particular read: "I watched my 12 year old son who doesn't believe in Santa Claus go back to the little boy who does."

We would like to thank all of the employees who helped make Christmas a little merrier for these families and seniors. Thanks!



Santa, Mrs. Santa, and elves deliver Christmas cheer.

Employee Awards

SC and DW employees approved for awards between December 1, 1994 and January 18, 1995.

Performance Awards

Deanna Bell-Gann, SC-630
Siobhan Berry, SC-630
Susan Derr, SC-215
Melissa Dukes, SC-630
Pat Garcia, SC-630
Linda Hill, SC-211
Russell Jackson, SC-215
William Jackson, SC-215
Janine Koselak, SC-211
Babette Larson, SC-610
Neffra Matthews, SC-215
Dan Muller, SC-212
Molly Olsen, SC-651
David Schafersman, SC-212

Russell Todaro, SC-630
James Turner, SC-215
Nellie Werito, SC-630
Elizabeth Weyler, SC-100
Mark Whitesell, SC-630
Jerry Accetura, DW-130
Gary Aho, DW-110
Clarence Anderson, DW-130
Brad Betz, DW-130
Jim Blancett, DW-130
Wendy Bullock, DW-110
Theresa Ely, DW-110
Paul Fessler, DW-130
Barbara Guest, DW-120
Karen Humphrey, DW-130

Linda Jones, DW-110
David Lobb, DW-130
John MacMillan, DW-130
Lyle McCaughey, DW-130
Larry Money, DW-101
David Nelson, DW-101
Linda Oliver, DW-102
David Palmer, DW-101
Katherine Rader, DW-110
Paula Smith, DW-102
Wendy Spencer, DW-110
John Whiting, DW-110
Ken Wilbert, DW-130
Mary Willard, DW-110
Carol Wilson, DW-130

Quality Step Increase

Lee Barkow, SC-210
Linda Colville, SC-100
Peter Doran, SC-211
Jennifer Kapus, SC-211
Mike Kirby, SC-210
Phyllis O'Neill, SC-630
Phyllis Beierle, DW-101

Donna Barron, DW-103
James Biltz, DW-105
Theresa Fresquez, DW-101
Donald Kurtz, DW-123
Sharon McCullough, DW-103
Elizabeth McDill, DW-100
Graham Miller, DW-123
Jan Poorman, DW-102
Dave Whitt, DW-100

Special Act Awards

Lynda Pierce, SC-616
Sandra Romero, SC-120
Amy Seitz, SC-616
Tyrone Wilson, SC-510